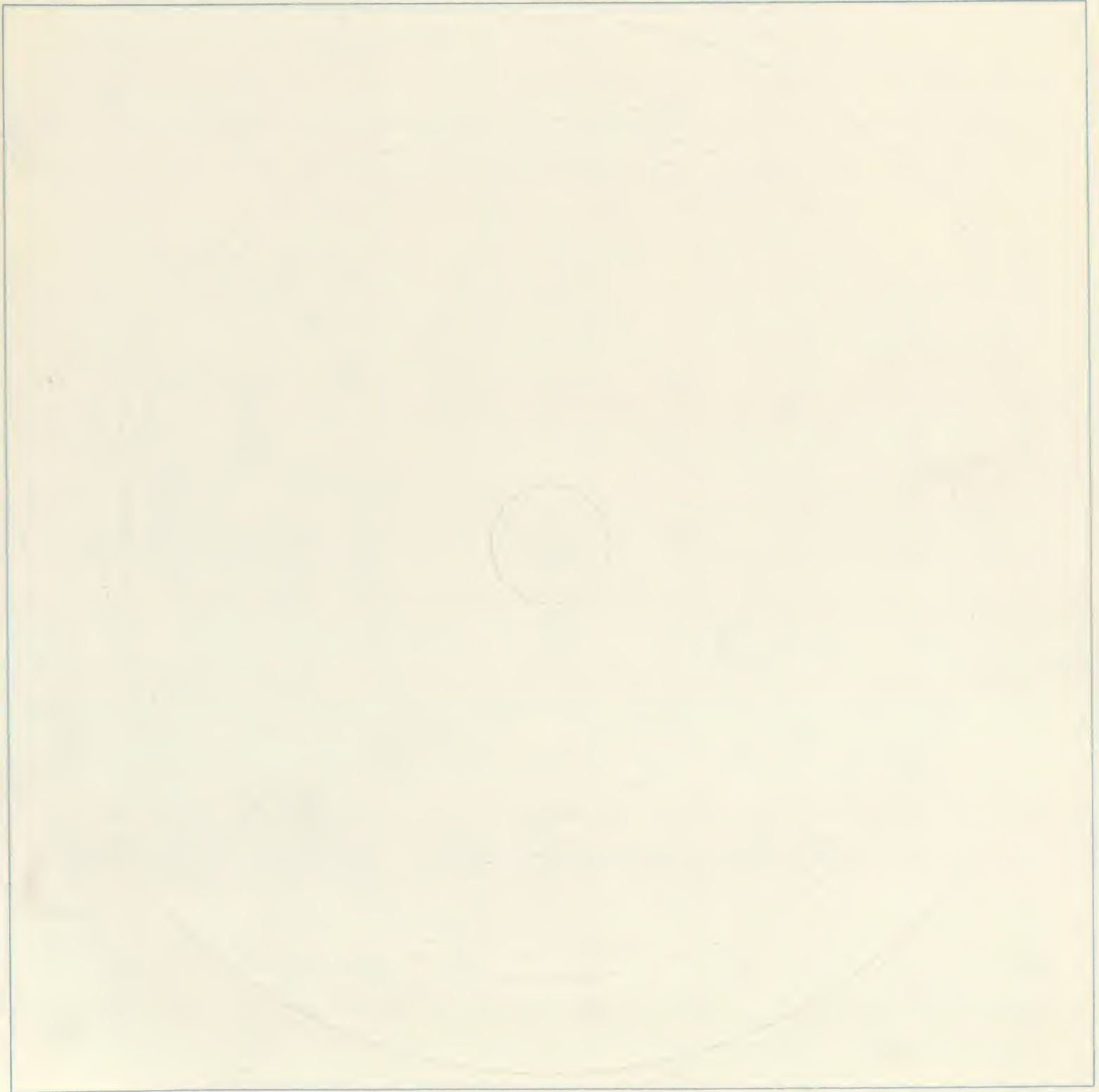


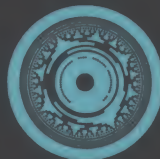
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D. H. BALDWIN COMPANY ANNUAL REPORT FOR THE 105th YEAR ENDING DECEMBER 31, 1967





D. H. BALDWIN COMPANY ANNUAL REPORT FOR THE 105th YEAR ENDING DECEMBER 31, 1967



COVER: The design embossed on the cover of this report (shown above, actual size) is an encoder disc, which graphically represents the quite natural affinity between science and music. This disc had a musical origin; refined and adapted, it became part of a highly sophisticated electronics system. It might also have a musical future.



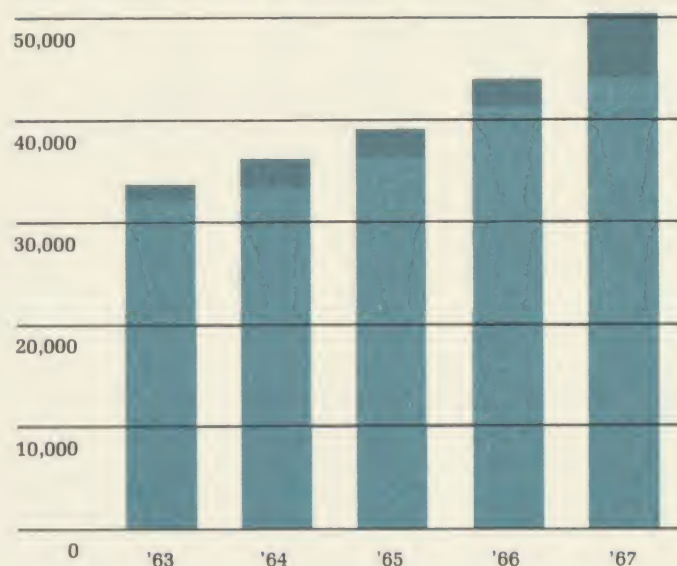
FINANCIAL HIGHLIGHTS 1967 D. H. Baldwin Company and Subsidiaries

	1967	1966
Net sales	\$50,031,488	\$44,205,413
Earnings before taxes	4,239,989	5,323,705
Federal income taxes	2,030,000	2,420,000
Net earnings	2,209,989	2,903,705
Per common share	1.96	2.58
Dividends paid		
on common stock	1,355,717	1,181,089
Per common share	1.20	1.05

NET SALES

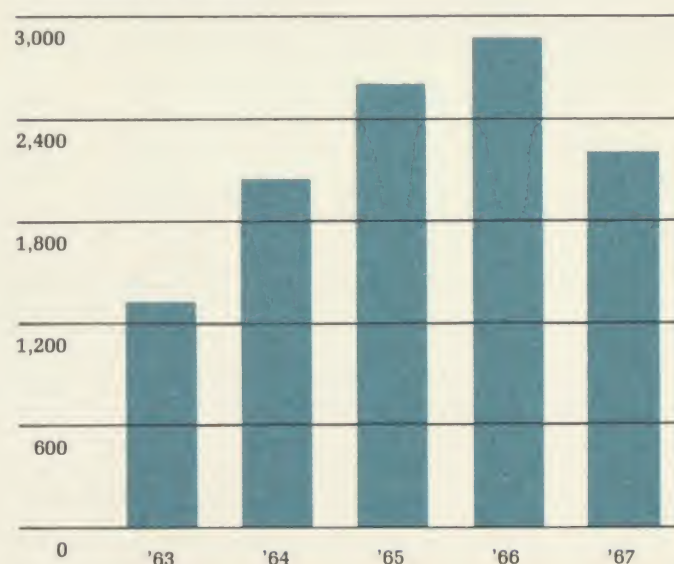
In thousands of dollars

■ musical instruments ■ electronics



EARNINGS AFTER TAXES

In thousands of dollars



Baldwin is musical instruments . . . pianos, organs, guitars, combo organs, banjos, harpsichords. Baldwin is electronics, too.



PRESIDENT'S REPORT TO THE SHAREHOLDERS

Nineteen Sixty-seven showed the greatest growth in the company's history. Our net sales increased 13.2 per cent over 1966. For the first time in our history, sales exceeded \$50 million. Despite this growth in sales, net profits for the year declined. This decline in profits will be commented on subsequently in this report. The consecutive sales increases that have characterized the company's growth over the past five years are shown on page 3 of this report.

SALES: Net sales in 1967 were \$50,031,000, as compared with \$44,205,000 in 1966. In addition to this sales figure is an item of \$8,703,000 which consists of a sale by the company at its year end to a Trust, a legal instrument for financing the growth of the company. Excluding the sale to the Trust, the operating sales of the company for the year 1967 were \$44,673,000 in musical instruments and \$5,358,000 in electronics. Included in musical instruments are sales of The Fred Gretsch Company, Inc. for the period August 1 through December 31, 1967. Dollar sales of keyboard musical instruments were slightly ahead of last year, despite the fact that the industry suffered a substantial decline. The fourth quarter of 1967 showed an increase in unit and dollar sales of keyboard musical instruments—a reversal of a trend of the first nine months, where sales of pianos and organs were substantially below the preceding year. With the inclusion of Gretsch, sales of our other musical instruments also increased. The company's performance in both the keyboard and non-keyboard musical instrument fields shows an improvement in our competitive position in the industry. However, the largest percentage increase in the company's sales is found in the growth of the company's electronics business, centered in Arkansas, home of Baldwin Electronics, Inc. During 1967 our sales, excluding inter-company sales, increased to \$5,358,000, as compared with \$2,707,000 in 1966, an increase of 97.9 per cent.

EARNINGS: Net earnings per share were \$1.96, as compared with \$2.58 in 1966. This represents a decline of 24.0 per cent from the preceding year. The decline in earnings shown at 30 per cent during the first three quarters abated during the fourth quarter. Despite our sales increase, we continued to hold to our announced policy of reducing inventories by the end of the year to a level appropriate to the rate of sales for the year. This policy required production cutbacks during the fourth quarter. These cutbacks obviously had an adverse effect upon the earnings of the company. However, with these inventory and production adjustments now behind us, we can look forward in 1968 to an improved earnings pattern provided, of course, sales maintain anticipated levels and inflationary costs and pressures do not get out of hand. Earnings from the company's electronics business showed substantial increases over 1966.

INSTALLMENT FINANCING: The volume of musical instrument installment consumer paper serviced by the Finance Department at the year end was \$26,738,000. This represents an increase of \$2,658,000 over the volume of consumer paper held on December 31, 1966.

Company earnings from the financing of keyboard musical instrument sales increased slightly over 1966. The year 1967 was characterized by the highest interest rates in the recent history of our country. These interest rates obviously increased the cost of our financing of installment paper. We are, therefore, pleased that the company is able to show a slight increase in the profits of financing consumer paper. During the year 1967, there has been no change in Baldwin's consumer credit terms. They are competitive with those offered by competing financial institutions.

CORPORATE FINANCIAL POSITION: The Balance Sheet as of December 31, 1967, with comparative figures for prior year end is shown on pages 8 and 9. The Statement of Consolidated Income and Earnings Re-invested in the Business with comparative figures for the prior year is shown on page 10. Reference should also be made to the Notes to Consolidated Financial Statements found on page 11. On December 31, 1967, total current assets amounted to \$58,828,000; total current liabilities \$35,939,000, a ratio of 1.6 to 1. During the year, the stockholders' equity increased from \$24,007,000 to \$25,085,000. This results in a book value, as of December 31, 1967, of \$22.02 a share. The company maintained its quarterly dividend at 30 cents a share. The total dividends per common share paid out in 1967 were \$1.20. Earnings of \$823,000 were re-invested in the business.

PRODUCTS: The principal growth in the company's sales of non-musical instruments is due to (1) the development of new products by the company's research and development group at Baldwin Electronics, Inc., in Little Rock, and (2) the increased production of rocket motors. These newly developed electronic devices, which are for use in ordnance systems, are now being produced in increasing quantities in Camden, Arkansas. The procurement contracts covering these items have been reported during the year. The techniques and designs developed by the company for these electronic devices should find increasing application in other ordnance systems. In addition to these developments in the electronics business, the company has also proceeded during the year past to introduce new and competitive models and styling in its musical instrument business.

FOREIGN OPERATIONS: The Baldwin Piano Company (Canada) Ltd. enjoyed its largest year in sales of musical instruments, as did C. Bechstein Pianofortefabrik located in West Berlin and Karlsruhe. The decline in sales of guitars and amplifiers that occurred

in the United States during 1967 also had a significant effect in England and Europe, and affected adversely the sales of Baldwin-Burns.

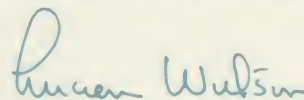
AFFILIATE: During 1967 the company's interest in Siliconix Incorporated continued. This very successful manufacturer of integrated circuits and highly specialized transistors continued to show great growth in sales and earnings. Baldwin's share of Siliconix's retained earnings from January 1 to December 31 amounted to approximately \$310,000 but is not included in Baldwin's earnings shown in this report.

PERSONNEL CHANGES: As of January 1, 1968, Morley P. Thompson was elected Vice President; R. S. Harrison, Treasurer; Fred Gretsche, Jr., Director; Philip Wyman, Director Emeritus; Timothy P. Hartman, Assistant Controller.

PROSPECTS: The year 1968 should see a further growth in the diverse products sold by the company. In particular, there will be substantial growth in the electronics business of the company. As of the first of January, 1968, the company had back orders under contract for approximately \$6 million. Based on these contracts, the company can, at present, reasonably anticipate shipments of approximately \$9 million for 1968.

The company has announced its entry into the field of musical education using electronic teaching laboratory equipment and techniques designed and developed by the company. The sales effect of this development, however, should not be apparent until the last quarter of 1968, perhaps even the first part of 1969. The company is committed to a course of expansion and diversification. Accomplishments in this field will be continued and will be reported to you as they occur throughout the year.

Respectfully submitted,



President

Cincinnati, March 12, 1968



Precision Divided Circle Machine



11-Bit Sine-Cosine Incremental Encoder



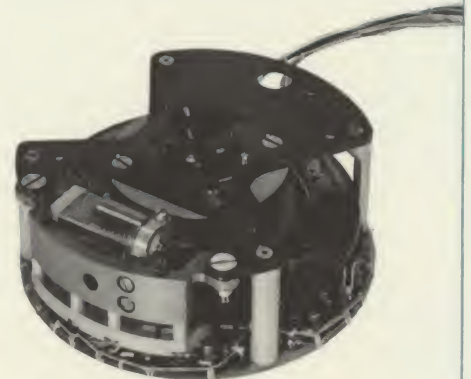
Geared Assembly with Model 222F and 223C-2 Encoders mounted



*TVA Rain Gage, with
Baldwin Shaft Position Encoder*



Model 4005 Azimuth Encoder Translator



*16-Bit Encoder for Orbiting
Astronomical Observatory Satellite*

THE NEW LOOK AT BALDWIN: ELECTRONICS

Baldwin Electronics, Inc., with 716 employees, including 45 graduate engineers and 26 highly trained technicians, continues to grow. Since acquisition in 1958, this subsidiary's sales volume has climbed from \$310,000 to last year's \$5.7 million, including inter-company sales.

One of the principal products responsible for this growth is the "encoder." An encoder converts angular rotation into electrical information (codes). It can be used in any project requiring accurate, precise measurements. While government military and space programs have sharpened demand for Baldwin's encoders, the trend is toward more commercial use.

Industry uses encoders for machine tool control of lathes and milling machines, weighing scale digitizing, commercial card reading, color printing press registration, radio and optical telescope tracking, and stream water level gauge readout.

At the Baldwin plant, located on the campus of the University of Arkansas, the company produces 374 standard models of shaft angle encoders and all the associated electronics for use with encoders including: amplifiers, logic circuits, translators, displays and power supplies. In addition, Baldwin makes special, more sophisticated, encoders for the military which are used in the ground control systems for missile launching and for precise positioning of equipment on satellites.

Baldwin has found that electronics and music are complementary: the company originally designed a unique and very accurate divided circle machine to produce tone generator and tone color discs for use

in a photo-electric organ. An improved version of this machine now produces extremely accurate coded discs for use in encoders, and enables production of items like resolution test charts, used for testing optical systems, and reticules for telescopic and other optical devices.

In work with the military, Baldwin Electronics develops and produces electronic timers, proximity fuzing devices and infrared fuzing devices for military weapons. These fuzes cause a mortar shell, artillery shell or rocket to explode when in proximity with an object. They are activated by miniature radio units, infrared sensing devices or precision timing devices depending on the nature of military targets.

The company recently established an ordnance division in Camden, Arkansas for the production of precise electronic timing systems and 2.75 rocket motors for the military on highly automated production lines.

Important, too, for Baldwin Electronics, is the assembling of semi-conductor devices for Baldwin's affiliate, Siliconix Incorporated, of Sunnyvale, California. Siliconix, set up in 1962, produces specialty semi-conductor components, integrated circuits and semi-conductor production and test equipment. Siliconix works with the electronic components of the future. In addition, the technologies developed in integrated circuits are of significance to Baldwin's electronic musical instruments and some specialized circuits are already being tested.

With twenty-nine patents, mostly in the area of encoders, timing systems and disc making, and with 31 per cent interest in Siliconix, Baldwin's two-pronged probe into electronics has been successful. Through further expansion—intensive marketing, active research and development and acquisitions — Baldwin's goal is to be as important in electronics as the entire company is in music.

CONSOLIDATED BALANCE SHEET D. H. Baldwin Company and Subsidiaries
Year ended December 31, 1967 with comparative figures for 1966

ASSETS	<u>1967</u>	<u>1966</u>
CURRENT ASSETS:		
Cash	\$ 5,017,123	\$ 1,665,787
Receivables, less allowance for possible losses, \$802,379 (\$727,680 in 1966)	29,989,647	24,250,854
Inventories (note 2):		
Finished goods, less allowance for possible losses, \$300,000	9,991,227	17,214,813
Work in process	5,347,465	4,485,580
Raw materials and supplies	<u>7,920,551</u>	<u>5,061,451</u>
Total inventories	<u>23,259,243</u>	<u>26,761,844</u>
Prepaid expenses	<u>562,105</u>	<u>597,318</u>
TOTAL CURRENT ASSETS	<u>58,828,118</u>	<u>53,275,803</u>
INVESTMENTS, ADVANCES AND OTHER ASSETS (note 3)	2,776,670	2,413,713
PROPERTY, PLANT AND EQUIPMENT, at cost:		
Land	334,193	324,958
Buildings	4,110,313	3,976,172
Machinery and equipment	5,290,170	4,723,773
Leasehold improvements	<u>644,605</u>	<u>566,498</u>
	10,379,281	9,591,401
Less accumulated depreciation	<u>5,869,445</u>	<u>5,306,114</u>
Net property, plant and equipment	<u>4,509,836</u>	<u>4,285,287</u>
INTANGIBLES, AT COST LESS AMORTIZATION	<u>1,042,491</u>	<u>—</u>
	<u>\$67,157,115</u>	<u>\$59,974,803</u>

See accompanying notes to consolidated financial statements.

LIABILITIES AND STOCKHOLDERS' EQUITY	<u>1967</u>	<u>1966</u>
CURRENT LIABILITIES:		
Notes payable	\$23,436,908	\$17,177,128
Long-term debt, current portion	400,000	400,000
Accounts payable	2,059,068	2,566,174
Accrued liabilities	2,641,289	2,519,695
Dealers' commissions	1,429,301	1,616,784
Taxes on income (note 4)	<u>5,972,170</u>	<u>5,487,804</u>
TOTAL CURRENT LIABILITIES	<u>35,938,736</u>	<u>29,767,585</u>
LONG-TERM DEBT, less current portion (note 5)	6,133,333	6,200,000
STOCKHOLDERS' EQUITY (notes 5 and 6):		
Capital stock:		
6 % cumulative preferred, par value \$100 per share.		
Authorized 2,327 shares; issued 1,613 shares less		
1,239 in treasury (89 in 1966)	37,400	152,400
Cumulative preferred, par value \$100 per share.		
Authorized 60,000 shares; issued—none	—	—
Common, without par value. Authorized 1,500,000 shares;		
issued 1,139,486 shares at stated value (1,130,094 in 1966)	4,557,944	4,520,376
Earnings capitalized and other additions to capital	601,029	454,877
Earnings reinvested in the business	<u>19,948,779</u>	<u>19,125,846</u>
	<u>25,145,152</u>	<u>24,253,499</u>
Less cost of 1,858 common shares in treasury (9,669 in 1966)	<u>60,106</u>	<u>246,281</u>
Net stockholders' equity	<u>25,085,046</u>	<u>24,007,218</u>
	<u>\$67,157,115</u>	<u>\$59,974,803</u>

STATEMENT OF CONSOLIDATED INCOME and Earnings Reinvested in the Business, D. H. Baldwin Company and Subsidiaries
Year ended December 31, 1967 with comparative figures for 1966

	<u>1967</u>	<u>1966</u>
INCOME:		
Net sales.....	\$50,031,488	\$44,205,413
Sale to trust (note 2)	8,703,001	—
Other revenues	<u>3,156,879</u>	<u>2,786,843</u>
	<u>61,891,368</u>	<u>46,992,256</u>
EXPENSES:		
Cost of products sold.....	43,042,780	29,878,049
Selling, administrative and general	11,902,647	10,040,733
Depreciation	728,420	620,942
Interest	<u>1,977,532</u>	<u>1,128,827</u>
	<u>57,651,379</u>	<u>41,668,551</u>
Income before Federal income taxes.....	<u>4,239,989</u>	<u>5,323,705</u>
Federal income taxes	<u>2,030,000</u>	<u>2,420,000</u>
NET INCOME FOR YEAR	2,209,989	2,903,705
EARNINGS REINVESTED in the business at beginning of year	<u>19,125,846</u>	<u>17,412,699</u>
	<u>21,335,835</u>	<u>20,316,404</u>
DEDUCT:		
Cash dividends:		
Preferred stock—\$6.00 per share.....	4,176	9,469
Common stock—\$1.20 per share (\$1.05 per share in 1966).....	1,355,717	1,181,089
Redemption of preferred stock.....	<u>27,163</u>	<u>—</u>
	<u>1,387,056</u>	<u>1,190,558</u>
EARNINGS REINVESTED in the business at end of year.....	<u>\$19,948,779</u>	<u>\$19,125,846</u>
NET INCOME PER SHARE OF COMMON STOCK.....	<u>\$1.96</u>	<u>\$2.58</u>

See accompanying notes to consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS D. H. Baldwin Company and Subsidiaries, December 31, 1967

(1) The consolidated financial statements for 1967 include the accounts of the company and all of its wholly-owned domestic and foreign subsidiaries, except with respect to a real estate company.

As of July 31, 1967 the company purchased certain assets and liabilities of The Fred Gretsch Manufacturing Company for cash, promissory notes and 10,000 common shares of the company. The operations of Gretsch, a wholly-owned subsidiary, subsequent to the date of acquisition are included in the accompanying consolidated financial statements.

(2) In 1967 the company entered into an agreement with a trust and sold to the trust, with no obligation to repurchase, substantially all of its finished goods inventory on consignment to its dealers. The company may at its option and under specific circumstances repurchase portions of the inventory. Under the agreement the company will sell to the trust substantially all of its future production consigned to dealers. The effect of this transaction, which management believes will result in substantial future economic benefits to the company, was to accelerate the realization of net income approximating \$450,000 for the year ended December 31, 1967. In addition the company incurred certain charges to income of a non-recurring nature, principally in connection with a recent acquisition, of approximately the same amount so that the net effect of these transactions on net income was not material.

In accordance with the company's consistent policy, inventories are stated at the lower of cost (first-in, first-out) or market less an allowance for possible losses with the exception that the valuation of certain work in process includes no manufacturing overhead costs. The omission of this overhead had no material effect upon net income.

(3) Investments in and advances to unconsolidated subsidiaries and affiliates are stated at values which are not in excess of the value of their underlying net assets.

(4) Deferred income taxes of \$5,600,000 (\$4,300,000 in 1966) arising from installment sales have been included in current liabilities.

(5) Long-term debt, exclusive of portion due within one year, is as follows:

5% note, due December 20, 1978	
payable \$400,000 annually.....	\$5,800,000
4½% notes due in 1969.....	333,333
	<u>\$6,133,333</u>

The loan agreement pertaining to the 5% note contains certain restrictions on the payment of cash dividends on the company's common stock, and on the amounts which may be used for the purchase, redemption, or retirement of the company's capital stock. Approximately \$5,014,000 of the earnings reinvested in the business at December 31, 1967 is free of these restrictions.

(6) Under the stock option plans, options may be granted to certain employees to purchase common stock of the company at a price not less than the market value on the date of granting. All outstanding options at December 31, 1967 were exercisable. Stock options exercised during the year and outstanding at the end of the year were as follows:

	Shares	Option Price Per Share
Options exercised	4,100	\$10.12
Options outstanding	<u>13,750</u>	<u>10.12 - 31.75</u>

The company has offered to redeem all of the 6% cumulative preferred stock for \$125.00 per share or by the issuance of five shares of common stock in exchange for one share of preferred stock. During 1967, 1,150 shares of preferred stock were acquired for cash and the issuance of 1,415 common shares held in treasury.

(7) The company's pension plans are being funded. The total expense for the year was \$415,000, including amortization of past service cost. The past service cost will be amortized over the remaining period of eighteen years.

(8) Annual minimum rentals of leased buildings approximates \$640,000, with leases expiring at various dates to 1985.

ACCOUNTANTS' REPORT

Peat, Marwick, Mitchell & Co.
Certified Public Accountants
Cincinnati, Ohio 45202

The Board of Directors and Stockholders
D. H. Baldwin Company:

We have examined the consolidated balance sheet of D. H. Baldwin Company and subsidiaries as of December 31, 1967 and the related statement of income and earnings reinvested in the business for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying consolidated balance sheet and statement of consolidated income and earnings reinvested in the business present fairly the financial position of D. H. Baldwin Company and subsidiaries at December 31, 1967 and the results of their operations for the year then ended, in conformity with generally accepted accounting principles, applied on a basis consistent with that of the preceding year.

Peat, Marwick, Mitchell & Co.

March 4, 1968

TEN YEAR COMPARATIVE STATEMENT OF OPERATIONS D. H. Baldwin Company and Subsidiaries

<i>In thousands of dollars</i>	1967	1966	1965
Net Sales—Musical Instruments	\$44,673	\$41,498	\$36,746
Net Sales—Electronics	<u>5,358</u>	<u>2,707</u>	<u>2,490</u>
	50,031	44,205	39,236
Earnings before taxes on income	4,240	5,324	4,801
Federal income taxes	2,030	2,420	2,180
Net earnings for the year	2,210	2,904	2,621
Per common share*	1.96	2.58	2.33
Cash dividends paid on common stock	1,356	1,181	1,032
Per common share*	1.20	1.05	.92 ¹ / ₂
Annual earnings reinvested in the business	823	1,713	1,579
Stockholders' Equity	25,085	24,007	22,416
Book value per common share*	22.02	21.29	19.90
*Adjusted for stock dividends and splits, expressed in dollars.			

1964	1963	1962	1961	1960	1959	1958	
\$33,702	\$32,066	\$32,758	\$31,645	\$31,427	\$30,836	\$26,132	
<u>2,565</u>	<u>1,904</u>	<u>1,028</u>	<u>1,669</u>	<u>2,256</u>	<u>2,975</u>	<u>5,202</u>	
36,267	33,970	33,786	33,314	33,683	33,811	31,334	
3,987	2,393	2,241	1,914	3,211	3,066	2,552	
1,900	1,050	1,000	910	1,700	1,605	1,358	
2,087	1,343	1,241	1,004	1,511	1,461	1,194	
1.88	1.21	1.12	.90	1.36	1.32	1.08	
606	551	482	413	413	413	331	
.55	.50	.43 ³ / ₄	.37 ¹ / ₂	.37 ¹ / ₂	.37 ¹ / ₂	.30	
1,471	783	749	580	1,089	1,038	853	
20,659	19,188	18,405	17,656	17,076	15,987	14,949	
18.59	17.26	16.55	15.87	15.35	14.36	13.42	



THE CONTINUING LOOK AT BALDWIN: MUSICAL INSTRUMENTS

Baldwin's increasing activity in the world of electronics is only one dramatic dimension in the company's emphasis on diversification. The sound of Baldwin music will be more varied, more unusual than ever before, in 1968, the year marking Baldwin's first venture into the world of music education.

The most exciting new Baldwin sound in 1968 will be that of the revolutionary Baldwin electropiano, backbone of a music teaching laboratory program. A unique merger of music and electronics, the electropiano's principles may very likely have applications to other instruments, such as the concert grand. A pilot project with the Baldwin Music Laboratory is now underway at one of the country's outstanding music schools, Peabody Conservatory of Music in Baltimore, Maryland.

While the music lab piano pioneers in one direction, Baldwin keyboard instruments continue to develop in many other directions. With increased distribution, the SD-10 concert grand is earning increased recognition. Baldwin's full line of pianos for the home continue to stress superiority in musical performance as well as in styling. In 1967, a Baldwin Acrosonic was honored with a Walnut Classics Award for "enduring furniture fashion."

The development of new and improved Baldwin Organs also continues to keep pace with current market demands. Newly developed instruments include a comprehensive three-manual transistorized church organ, a versatile "pro" organ designed specifically

for the professional entertainer, and the new 81 series of spinet organs offering exceptional versatility at a budget price. Of course, continuing improvements in existing models are also important—one of the most recent examples is a fun-filled rhythm percussion unit for most recent and current home organ models.

Different still are the sounds of the Baldwin Musical Instrument Division—sounds that range from the psychedelic beat of rock 'n' roll to the country pickin' of Nashville. Baldwin's development of a unique Prismatone pickup and its application to a classic guitar has produced the first amplified classic guitar that captures the full dynamics of guitar tone exactly as the guitarist plays it.

Baldwin is now one of the recognized names in the all-important country and western music market as the official distributor of the famous Sho-Bud Steel Guitar. And Baldwin's making more noise than ever on the amplifier scene with a matching bass version of the power-mad Exterminator and a new "piggy-back" amplifier.

The final sound of Baldwin musical diversification as 1968 gets underway is the well known sound of the many Gretsch products, now being sold through the Fred Gretsch Company, Inc., a Baldwin subsidiary.

*Model 81 Orga-sonic Organ / SD-10 Concert Grand Piano / Gretsch Drum / Three-Manual Church Organ
Amplified Classic Guitar / "Walnut Classic" Style 991 Acrosonic Piano / Sho-Bud Steel Guitar / "Pro" Organ
Electropiano / Bass Exterminator Amplifier / Piggy-Back Amplifier / Rhythm Percussion Unit*

DIRECTORS

Robert E. Fanning
 Fred Gretsches, Jr.
 William M. Hickey
 John F. Jordan
 Lawrence H. Kyte
 William A. Mitchell
 James M. E. Mixter
 A. J. Schoenberger
 Morley P. Thompson
 Eugene Wulsin
 Lucien Wulsin
 Philip Wyman, *Director Emeritus*

OFFICERS

Lucien Wulsin, *President*
 A. J. Schoenberger, *Vice President*
 John F. Jordan, *Vice President*
 James M. E. Mixter, *Vice President*
 Eugene Wulsin, *Vice President*
 Morley P. Thompson, *Vice President*
 R. F. Coghill, *Secretary*
 Charles G. Lindeman, *Controller*
 R. S. Harrison, *Treasurer*
 L. H. Ellis, *Assistant Secretary*
 Timothy P. Hartman, *Assistant Controller*

GENERAL OFFICES

Cincinnati, Ohio

SUBSIDIARIES

Baldwin Piano & Organ Company
 The Baldwin Piano Company (Canada) Limited
 Baldwin Electronics, Inc.
 Baldwin Export Corporation
 C. Bechstein Pianofortefabrik AG.
 Baldwin-Burns, Limited
 The Baldwin Company
 Canyon Press, Inc.
 The Fred Gretsches Company, Inc.

MANUFACTURING PLANTS

Booneville, Camden, Conway, DeQueen,
 Fayetteville, Little Rock, Arkansas;
 Cincinnati, Ohio; Greenwood, Mississippi;
 Toronto, Canada;
 West Berlin and Karlsruhe,
 West Germany; London, England

AFFILIATE

Siliconix Incorporated

DEALERS OR COMPANY-OWNED
SALES OUTLETS

In all principal cities in the
 United States, and abroad.